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## LABOUR TURNOVER IN SUGAR INDUSTRIES CASE STUDY OF SOLAPUR DISTRICT

**Panchal Madhukar Kishanrao**

**Associate Professor, Department of Commerce and Management.**

### **Abstract:**

*HR are a standout amongst the most important assets of an association and surely an association is nothing without HR. This applies to organizations and instructive Institutions. Getting and keeping great individuals is basic to the accomplishment of each association. Keeping up representatives is about giving working conditions that are laborer well disposed, contribution in choice making, great pay rates, acknowledgment for good execution et cetera. Numerous organizations are progressively thinking that its hard to hold representatives. Turnover is turning into a major issue in today's professional workplace. Turnover costs for some associations are high and can essentially influence money related execution of an association. Solapur Sugar Company has been positioned at the most minimal for two back to back years by the administration and has a high work turnover as demonstrated in their bulletins. This study concentrated on Solapur Sugar Company constrained and its principle target was to asses the variables that add to work turnover in parastatal associations in Kenya. The study could discover the examples of work turnover and impacts of work turnover to Solapur Sugar Company constrained. The study utilized a specimen size of 108 individuals out of the aggregate populace 1,008. Intentional inspecting was utilized to choose the key respondents while irregular testing was utilized to choose the fundamental respondents. The study utilized meeting plans and polls to gather information; they were managed to the key and principle respondents at their workplaces. Information was examined utilizing measurable bundle for sociologies (SPSS) and recurrence dissemination tables were utilized. The study thought of numerous suggestions which incorporates; The administration ought to present better additional time pay and specialists urged to take up the open door; the supervisors ought to include laborers in choice making, the administration of Solapur Sugar Company ought to survey its pay bundle, incidental advantages and open doors for development be placed set up with a specific end goal to hold its workforce, the administration ought to execute the discoveries of work turnover keeping in mind the end goal to diminish its belongings, the administration ought to streamline the advancement methods and ought to be taken after entirely and Worker well disposed initiative styles be utilized by all directors as a part of the organization for case majority rule and laissez reasonable.*

### **KEY WORDS:**

Labour turnover, human resource, turnover costs and human resources

### **INTRODUCTION:**

Work turnover alludes to the development of representatives all through the association. Then

again, the term is generally used to allude just to "wastage" or the number of workers taking off. Elevated amounts of turnover can be not kidding issues for both substantial and little associations. It is expensive, brings down profitability and spirit and has a tendency to deteriorate if not managed (Cole, 1998) This proposed study means to give proposals and suggestions to offer associations some assistance with scaling down issues emerging from work turnover. All associations can expect some level of turnover. Surely, certain level of turnover might be attractive since it makes chances to affect more extensive experience and new thoughts to the association, and in addition giving vocation advancement chances to existing laborers. Industrious abnormal amounts of work turnover, on the other hand, are exorbitant both to individual associations and to the economy all in all and unfavorably influence effectiveness, efficiency and resolve. High work turnover rate has sways on associations in connection to authoritative costs, assurance, preparing and client administration. Work turnover is a term used to portray the quantity of representatives leaving an association and a specific level is normal and is adequate. The investigation of work turnover is a key part of the HR office as the information might be utilized to estimate future enlistment prerequisites furthermore helps an association's maintenance procedure. It additionally highlights ranges of business that might require help with terms of individuals administration issue issues. By measuring work turnover on standard premise (as a rule yearly) associations can quickly perceive an adjustment in levels and execute techniques for managing this. When representatives leave an association, there is have to supplant them with newcomers. By (1986), the principle reasons that make specialists leave an association are: Resignation (both deliberate and because of insufficiency – pregnancy, sick wellbeing), Dismissal (counting excess), Retirement, Inadequate pay levels prompting representatives moving to contenders, Poor confidence and low levels inside of the workforce, Recruiting and selecting the wrong representatives in any case, which means they leave to look for more suitable business, A light nearby work market offering increasingly (and maybe more alluring) chances to representatives and Death

### LABOUR TURNOVER

Graham and Benneth (1988: 169) expressed that: "Work turnover is the development of individuals into and out of the firm. It is normally advantageous to allot by recording developments of the firm on the suspicion that a leaver is in the end supplanted by another worker. The term detachment is utilized to signify a representative who leaves for any reason." Graham and Bennett likewise give the equation to quantify partition or wastage rate amid the period (normally one year) as "rate of the normal utilized amid that period" given as:- future issues bringing about pointless wastage and to decrease wild misfortunes. The human asset organizer in this way needs to know how to gauge wastage and how to break down its reasons. Werther and Keith (1996) said that preparation and improvement instructs existing representatives new learning, aptitudes and capacities to guarantee their proceeded with convenience to the association and meeting their own goals for progression. The business must be focused on preparing and improvement of the staff and demonstrate this by discharging representatives from customary work to go to preparing and even support them where conceivable. While preparing opportunities are inadequate with regards to, specialists gets dampened and effortlessly move to different organizations notwithstanding for permit pay yet the length of there are chances for preparing and improvement. Chapman and Torrington (1987) kept up that a business trusts that workers ought to be paid a decent measure in connection to the aptitude and exertion that have been worked out. Representatives on their part that there is sensible level of installment that can be normal for the commitment made, so that if the pay is low they get disappointed and causes mass migration from the organization. Herzberg (1968) in his hypothesis he said that cleanliness or support elements avoid loss of cash, proficiency and demotivation. They are the essential driver of despondency at work. They are outside and don't relate specifically to the persons work. They constitute the persons workplace. They incorporate pay rates, professional stability, working conditions, status, organization strategies and nature of specialized supervision among others. Workers are critical in any running of a business, without them the business would be unsuccessful. Be that as it may, more bosses today are discovering workers stay for around 23 to 24 months, as indicated by the 2006 Bureau of Labor Statistics. The Employment Policy Foundation states it costs an organization on a normal of \$15,000 per representative, including partition costs, research material, unemployment; opening costs, including extra minutes or impermanent workers and substitution costs including notice, meeting time, movement, preparing and diminished efficiency when associates leave. Giving an animating work environment in which encourages glad, inspired and enabled people, this brings down representative turnover and non-attendant rates. Advancing a workplace that cultivates individual and expert development advances congruity and consolation on all levels, so the impacts are felt extensive According to Flippo (1984), the development into and out of an association by the workforce is a file of the security of that constrain. An over the top development is undesirable and costly. High turnover from specific offices recommends a

requirement for enhancements in working conditions and/or supervision. Reasons given for leaving must be broke down deliberately to learn their truth. A study of work turnover, distributed in December 1997, by the foundation of Personnel and Development demonstrated that the expense of supplanting staff has expanded altogether in the UK in the most recent twelve months. Investigating the accessible information on the work in the UK the free business scientists, modern relations administrations contended in 1997 that the financial recuperation in the UK is prompting expanding quantities of abdications and expertise deficiencies, which thusly are prompting generous resourcing issues for managers. In the meantime work turnover is being received by numerous associations in the UK as a "seat mark" marker of execution and business productivity (Betts, 2000). The general finish of the IPD overview was that the expense of work turnover connected with every single word related gathering, except for incompetent specialists had expanded over the time of the study

### **PATTERNS AND BENEFITS OF LABOUR TURNOVER**

The most noteworthy rate of work turnover has a tendency to be among the individuals who have as of late joined an association. Long serving representatives will probably stay, for the most part on the grounds that they get to be utilized to the work and the business and have a built up association with people around them (Armstrong, 1992). Work turnover does not simply make costs. Some level of work turnover is vital to bring new thoughts, abilities and energy to the work power. A "characteristic" level of turnover can be a path in which a business can gradually decrease its workforce without resorting to redundancies (this is regularly alluded to as "common wastage" An option figuring of work turnover is known as the "steadiness file". This shows the stretch out to which the accomplished workforce it's being held and is ascertained as takes after (Thomson, 1997).

### **COSTS OF LABOUR TURNOVER**

High work turnover can be costly despite the fact that the real expenses are hard to get a few signs, associations can begin by including the most evident costs – those of promoting, enlistment and preparing together with the expense of related administration and supervisory time. The yearly aggregate could well persuade the association that time and exertion spent lessening work turnover is savvy (saleemi, 2005)

### **THEORETICAL FRAMEWORK**

Value hypothesis of inspiration recommends that individuals are impacted in their conduct by the relative prizes they either get or are going to get. The hypothesis depends on the supposition that individuals are well on the way to be spurred by the way they are evenhandedly treated at work. Individuals tend to think about for instance the pay they get with what others are paid for the same exertion and circumstance, so that in the event that they are dealt with unjustifiably, they will view themselves as casualties of disparity (Robbins, 1993). Herzbergs two element hypothesis of inspiration, then again arranged employment components into two; inspiration elements and the cleanliness or support elements (Herzberg, 1968). Inspiration variables relate specifically to the occupation itself. They are worried with the employment substance of the work individuals perform. Inability to give adequate quality will bring about employment disappointment while adequate supply will prompt occupation fulfillment and superior. These variables incorporate accomplishment, acknowledgment, obligation, headway, development opportunities et cetera. Cleanliness or Maintenance variables anticipate loss of cash, proficiency and demotivation. They are the essential driver of misery at work. They are outer and don't relate straightforwardly to the persons work. They constitute the persons workplace. They incorporate compensations, professional stability, working conditions, status, organization strategies and nature of specialized supervision among others. This study was guided by the Herzbergs two variable hypothesis especially the cleanliness or support components. This is so on the grounds that they catch the genuine workplace while the Equity hypothesis just considers the laborers treatment and not the workplace in totality

### **STATEMENT OF THE PROBLEM**

Associations do experience work turnover every now and then, which might have some effect on the association's execution. Solapur Sugar Company has been encountering some level of turnover as appeared by the information in (tables 1 and 2). This turnover has been of extraordinary worry to the association. Losing experienced and gifted work is expensive, since the association needs to utilize and prepare new representatives. From the table, the quantity of laborers leaving the organization has been on expansion every year and the pattern is stressing the business players. Similarly as per the Performance Evaluation results discharged by the legislature of Kenya under the Commercial and Manufacturing area, Solapur Sugar Company restricted was positioned last at position 116 in the year 2008. It came last among the sugar factories positioned, including Chemilili Sugar Company that has been under receivership, which

was positioned at position 115 while Nzoia Sugar Company was positioned at position 17. In the current year's (2009) positioning, Solapur Sugar Company was positioned at position 100 and is the last among the sugar plants. The poor execution experienced by Solapur Sugar Company has the impact of unsettling the laborers. High work turnover is excessive, brings down efficiency and confidence and has a tendency to deteriorate if not managed. It is on

#### **Vitthalrao Shinde Sahakari Sakhar Karkhana Ltd.**

is a professionally managed organization which is engaged as the Manufacturer, Exporter, Importer and Supplier of White Crystal Sugar. Our products are widely demanded in industries like Food and Beverages. We have R&D facilities for the Sugarcane Plantation. We deal all across India and Brazil. We have carved a niche for ourselves and have been growing with the time. We are totally dedicated towards providing the best quality products to our reputed clients in a timely manner. Our dedication towards the business has helped us come a long way since the time of the inception. Our primary goal revolves around our customers where we try to deliver ultimate customer satisfaction at every stage. Our tremendous success is well evident through the reputed entries in our client list.

**Table 1. Group Employments**

Department	No. Of Workers
Manufacturing	360
Agriculture	360
Human Resource	120
Finance And Accounting	35
General Administration	60
Logistics	50
Company Secretary	14
Sales And Marketing	9
<b>Total</b>	<b>1008</b>

Source:-staff news letter 2008.

**Table 2. Sony Labour Turnover Statistics**

Year	Those Who Left	Those Who Joined
2002	9	11
2003	6	10
2004	10	30
2005	10	8
2006	35	19
2007	20	14
2008	25	23

Source: Staff Newsletters of 2008

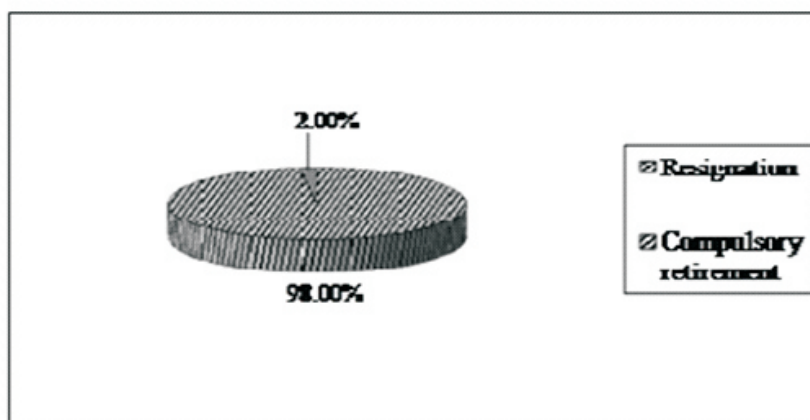
the basis of the above premise that this study seeks to assess the exact causes of labour turnover at Solapur Sugar Company limited.

The study focused on laborers of Solapur Sugar Company in eight divisions. The departmental chiefs were met together with the subordinates in those divisions. The departmental administrators were utilized on the grounds that by prudence of their positions, they have data on arrangement territories while the subordinates shed light on why work turnover is experienced. Kothari (1990) states that a study populace alludes to all things in any field of study.

#### **PATTERNS OF LABOUR TURNOVER AT SOLAPUR SUGAR COMPANY**

Solapur Sugar Company has been experiencing mainly resignation form of labour turnover. 98% (n = 96) of the respondents noted this company has experienced resignation while 2.0% (n = 2) noted

Compulsory retirement (figure 1). Categories of workers by grade who have contributed to the highest labour turnover in this company were sub-ordinate staff. 98.0% (n = 96) of



**Figure 1.** Forms of labour turnover Sony Sugar Company has been experiencing

Author: Field Data 2011

the respondents noted sub-ordinates have added to the most noteworthy turnover however 1.0% (n = 1) respondent felt the most astounding turnover has been added to by senior chiefs. The prominent reasons in the matter of why the subordinates are noted to have added to the most elevated turnover were; tribalism, an excessive amount of work and long working hours, preparing opportunities are not intensely given out, they have a poor pay, have poor working conditions, working with hazardous machines, absence of clear advancement and preparing strategies, abuse by the directors and there is a yearning for upward development or advancement

#### DISCUSSION:

The study set up that given another employment, 98% of the primary respondents would leave the organization. By respondents, the reasons why they wish to leave are: better pay, better incidental advantages and absence of chances for upward development. The discoveries uncover that at Solapur Sugar Company, there is crowding in the workplaces, few welfare administrations and deficient defensive garments. The concentrate further settled that laborers would stop their employments because of poor working conditions, utilization of hazardous machines, provocation by chiefs and the way that they are exhausted. b) According to the study, chiefs comprehended work turnover as laborers leaving the organization for greener fields. 100% of the chiefs would leave the present organization and take up another employments if the occupation offers preferred compensation and advantages over the present one. On the off chance that it additionally gives preparing opportunities. Chief noticed that a few representatives have left their business to propel their studies. Others quit because of the craving for preparing opportunities.

#### SUGGESTIONS:

The Indian Sugar Industry will have a rosy future, if its potential is fully developed and it is allowed to bloom. It is one of those rare industries whose products are likely to have continued, sustained and increasing demand in to the future whether they sugar, power, alcohol or other related chemicals. More importantly, since they are based upon a renewable source like sugarcane, the industry is “green” and will be increasingly valued in the future. The state governments should take pragmatic view in regard to feeding the power produced by the sugar factories to the state grids. This will not only enhance the financial viability of sugar factories but it would also enhance the cane price paying capacity of the factory which would ultimately benefit the farmers. Another area of concerned which significantly impacts the viability of Indian Sugar Industry is the high cost of cane a contributory factor for this is the low sugarcane fields in India and relatively low overall recovery rates. These inhibiting factors combine to make the per hectare output of sugar in India much below than obtaining in other developing countries like Brazil which is one of our main competitor in sugarcane production. Specially with the dismantling of tariff protection and restrictive trade practices, these is tremendous scope for India to emerge as a significant player in the world

sugar trade which so far it has eschewed. But the sine qua non for this is that both agricultural efficiency [per hectare output of sugar and cost of production] as well as conversion efficiency [milling and overheads] needs significant improvement. If we can make a fair degree of progress on both these counts, India will surely become a major exporter which will stabilize the industry and reduce its cyclicity significantly, as well as open up new vistas of growth for the Indian Sugar Industry. The industry has to be free from its shackles to enable investment and pricing decisions to be taken based upon economic viability.

The government needs to restrict its presence to the few areas which cannot do without its intervention. These include the need for a fairly derived SMP for sugarcane to be announced on an annual, all India bases. As in other countries like Brazil, the farmer's return on cane should ultimately be linked to the market 208 price of sugar rather than the cost of production for a low sugar price will lead to reduced cane cultivation and consequent shortage of sugar production market availability as also higher sugar and cane prices. Similarly, a high sugar price will lead to increased cane cultivation, surplus sugar production and a drop in sugar/cane prices, reversing the increase in cane cultivation. An efficient and well managed future trading mechanism needs to be put in place to facilitate price discovering both for farmers and millers both in the domestic and global markets. It should also have a stable relatively long term exim policy supportive of the industry, which helps the industry to establish its credibility in the global market. The growth should actively push for development of integrated sugar complexes for maximizing the value of the by products.

#### Sugar Import Policy

The Indian Sugar Industry is generally competitive and given a proper policy environment it should be able to face competition from the foreign producers. It has accordingly recommended that the sugar may continue to be on OGL to protect the consumers against any undue rise in the price and provide stimulus competition to sugar Industry to minimize cost. However, in order to provide a level playing field to the domestic producers it has recommended that import duty may be levied at 40% of average difference between exfactory price of free-sale and levy sugar during the past five years so long as the system of partial control continues. This would amount to about Rs. 130/- per quintal. It has also suggested countervailing duty of Rs. 85/- per quintal to cover excise duty and cases on sugar levy by Government of India and Rs.50/- per quintal to cover incidence of taxes on purchase of sugarcane levied by coastal Sat.

#### CONCLUSION:

Most current employees of the company are ready to quit if offered another job with better terms of service ii) The level of dissatisfaction is highest among the low cadre of employees of Solapur Sugar Company iii) Most employees who quit the company did so voluntarily (according to 98% of the respondents) iv) The subordinates contributes to the highest labour turnover experienced at Solapur Sugar Company v) Solapur Sugar Company management have not done enough to reduce the effects of labour turnover vi) Labour turnover has affected both workers and Solapur Sugar Company.

#### RECOMMENDATION:

The Management should introduce better overtime pay and workers encouraged to take up the opportunity b) The Managers should involve workers in decision making c) The management of Solapur Sugar Company should review its pay package, fringe benefits and opportunities for growth in order to retain its workforce. d) The Management should implement the findings of labour turnover in order to reduce its effects. e) The Management should streamline the promotion procedures and should be followed strictly f) Worker friendly leadership styles be used by all managers in the company for instance democratic and laissez faire

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